



DEPARTMENT OF THE ARMY  
US ARMY SOLDIER SUPPORT INSTITUTE  
10000 HAMPTON PARKWAY  
FORT JACKSON, SOUTH CAROLINA 29207-7025

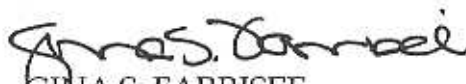
ATSG-CG

NOV 22 2004

MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #14 - Complaint/Grievance Process

1. I am concerned about the welfare of all members of this command. I encourage leaders to create a positive work environment, free of neglect, undue pressure or harassment, and conducive to open communication. As our most valuable assets, our Soldiers and civilians must be treated with dignity and respect, and afforded every opportunity to have their concerns heard.
2. All SSI personnel have the right to voice their complaints, grievances, concerns, and issues, and to be heard by their chains of command. They have the right to register complaints without first consulting their chain of command and without retribution.
3. I encourage all individuals to first use the command channels to discuss complaints, allegations, or requests for assistance. All leaders should be available to listen to subordinates and assist them with their concerns. Nonetheless, all members of this command who have an issue that cannot be satisfactorily resolved at lower echelons should elevate their concerns through their chain of command.
4. I have an open door policy extended to all members of this command. As such, I am available to assist individuals with issues or problems that cannot be resolved at lower levels.
5. The proponent for periodic review of this policy is the SSI Deputy Commander.
6. READINESS STARTS HERE!

  
GINA S. FARRISEE  
Brigadier General, USA  
Commanding